Milcon Metrics

- PDT Participants
- PDT Mission
- PDT Goals and Objectives
- Proposed Metrics
- Highlighted Metrics of interest

Milcon Metrics PDT Mission

Develop metrics that the Corps can use to measure performance and identify best practices to improve cost, time, quality, reliability, and operability of the capital investment process for the purpose of providing our customers exceptional products and the Corps a competitive advantage in execution.

Goals and Objectives

- Review and evaluate current Corps and customer metrics and performance indicators
- Recommend revisions and/or new metrics, as appropriate, to determine best practices and improve program execution performance .
- Standardize Corps and customer metric algorithms
- Standardize report formats for metrics and performance indicators
- Implement in the Corps new AIS P2.

Goals and Objectives

- Establish common definitions.
- Establish metric norms.
- Determine the value of best practices.
- Provide HQ, MSCs & Districts a basis for self-analysis.
- Assure information is easily obtainable.

Tests for Metrics

- What are we trying to measure?
- How does the data/information relate to what is being measured?
- What can we learn from the metric to encourage or change behavior?
- Does the metric add value?
- Is the data easily obtainable?

Proposed Metrics

Listing of Metric Charts developed or reviewed by the PDT

Program Year FY04 Metrics:

- President's Budget (Pres Bud) Award Forecast Goal (New) MP – 01 COMBINED
- Program Execution - MP-02
- Award CWE to Programmed Amount (PA) Ratio (Revised) MP-03

Proposed Metrics

continued

- ***Environmental Obligations (New & Revised) MP- 04***
- ***Military Reimbursable Orders Received (Revised) MP-05*** DELETED
- ***Design Cost (P&D) Management (Revised) MP-06***
- ***In-House Design Percentage - MP- 07***
- ***Design Funds Obligation (New) MP - 08*** DELETED
- ***Unobligated / Unliquidated Funds - (New) - MP- 09***
- ***Customer Satisfaction All Military - MP-10*** DELETED - SLC

Program Year FY05 Metrics:

- **Initial Design Release by Customer (New) MP - 11**
- **Final Design Release by Customer (New) MP - 12**
- **Ready-To-Advertise (RTA) MP-13**
- **President's Budget (Pres Bud) Award Forecast Goal (New) MP – 14**

Proposed Metrics
continued

- **Program Year FY06 Metrics:**
- **Complete Parametric Estimate (New) MP - 15** DELETED
- **Initial Design Release by Customer (New) MP - 16**
- **Final Design Release by Customer (New) MP - 17**

- **Construction Execution Metrics – All Active PY:**
- **Beneficial Occupancy Date (BOD) Time Growth MP-18**
- **Construction Timeline (Duration) (New) MP - 19**
- **Construction Contract Cost Growth (Revised) MP-20**
- **Construction Time Growth (Revised) MP-21**
- **Project Financial Closeout MP-22**

Highlighted Metrics (New)

- MP 11 and 16 – Initial Design Release
- MP 12 and 17 – Final Design Release
- MP 19 – Construction Timeline (Duration)

~40% of program is awarded in Aug & Sep

MP 11, 12, 16 and 17 are intended to shift more awards earlier in the FY

MP 19 is intended to improve construction duration to address concerns expressed by customers (AF and others)

Highlighted Metrics (New)
continued

MP 11 and 16 – Initial Design Release

GOAL: Release 100% of Budget Estimate Submission projects in the PY being measured for initial design NLT 1 October PY - 2 [1 Oct 04 for PY06 projects]

PURPOSE: A proactive measure of all parties performance to authorize Corps FOAs to begin project design sufficiently early to allow adequate time for site investigation, customer collaboration, completion of a 35% concept design and development of a reliable estimated project construction cost prior to project submission to Congress in June of the PY –1 for authorization and appropriation. **Early release of design is a best practice to prevent under programming of the project which may potentially result in a 'less than full scope project' being delivered to the customer in order to remain within the authorized funds and/or a re-programming action.**

Highlighted Metrics (New)
continued

MP 12 and 17 – Final Design Release

GOAL: Release 100% of BES projects in the PY being measured for Final Design NLT 1 October of PY -1 (e.g. 1 Oct '04 for PY 05 projects)

PURPOSE: A proactive measure of all parties performance to authorize Corps FOAs to begin final design for the project sufficiently early in order to allow adequate time for preparation of final design documents and specifications, incorporation of required user changes, develop procurement strategies and be 'Ready-to-Advertise (RTA)' at the end of PY -1. **Early final design authorization is a best practice to ensure the construction award of projects early in the PY when construction bidding climates are more favorable and advantage can be taken of the spring and summer construction seasons to ensure early project delivery.**

Highlighted Metrics
continued

- **MP 19 – Construction Timeline (Duration)**

CONSTRUCTION TIMELINE GOAL: Construct and deliver (NTP to BOD) all projects to customer within the Program Amount (PA) and construction timeline 'Target Days' parameters below. Constructing projects as quickly as possible deliverers the facility to the user and benefits military readiness and the Nation.

365 Days	PA < $5M
540 Days	PA ≥ $5M and $20M
730 Days	PA ≥ $20M

PURPOSE: To measure of how often projects meet acceptable project delivery timeline targets based on the project PA.

Highlighted Metrics
continued

MP-19 Construction Timeline (Duration)

Comments furnished to the PDT:

The establishment of construction duration targets based on PA alone is a gross simplification in estimating the time to construct a project and ignores parameters which significantly affect the required duration to build a project. This metric ignores the following critical parameters which affect project duration:

- **Construction season duration variability due to geographic location of the project, e.g., Alaska versus Florida. Weather conditions play a significant factor.**
- **The type of facility being constructed, e.g., warehouse versus a dental clinic; horizontal versus vertical construction.**
- **Special equipment with long lead times.**
- **Options awarded after NTP**
- **Customer changes**
- **The time of the year the project is awarded impacts construction duration. A late September award may have little to no construction occur for several months whereas a project awarded in March may be able to avoid winter weather delays if the building can be enclosed to allow work to continue during the winter months.**

Highlighted Metrics
continued

MP-19 Construction Timeline (Duration)

Recommendations furnished to the PDT:

- Delete or overhaul this metric. This metric is not in conformance with our PMBP which requires the PMBP to establish the BOD in concert with the customer. Establishment of these duration targets are arbitrary and too general to obtain proper measures of success. Establishing the proper construction duration requires properly prepared construction schedules by the PDT which establish the schedule for that project which take into account various parameters.
- A review of the current process used to establish construction schedules indicates a significant weakness in this area. Rather than use this metric as a means to affect construction schedules, an emphasis should be placed on solving the systemic problem of inadequate construction schedule preparation. The construction schedule must reflect the best realistic schedule for the specific project and the conditions under which it will be built. Doing otherwise invites the potential for impacting cost or quality. Deploying this metric could also have an undesired affect of increasing reprogramming actions as project durations are arbitrarily changed to adhere to these construction durations. The project schedule should be based on proper analysis and normal construction procedures.

Highlighted Metrics
continued

MP-19 Construction Timeline (Duration)

Suggested changes to the typical construction scheduling process:

- Require development of detailed schedule with customer input and signed off by customer at the design charrette.
- Involve Construction and Cost Engineering in the design charrette to assist or lead in establishing the baseline construction schedule.